

COMPATIBILITY OF COMMUNICATION COMPETENCE WITH EMERGENCIES AND PANDEMIC COVID – 19

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Abstract: *Compatible corporate communication enables the improvement of the processes performed by the business system and the achievement of optimal results in the projected business strategy. At the same time, it is essential to have adequate business behavior that provides members of management and other employees with the necessary knowledge and skills to achieve the set goals. Communication processes are considered the basic instrument that the company implements in the context of achieving a competitive advantage in a complex domestic and foreign markets. The fierce struggle on the world stage imperatively insists on a competent performance based on the permanent training of the relevant subjects of the system. Within such market conditions, the improvement of the communication process leads to the achievement of positive business results. These postulates especially apply to business during emergencies, such as natural disasters, terrorism, organized crime, mass migration and other contemporary challenges, risks and threats. The current pandemic COVID - 19 marks a first-class danger 2 of planetary proportions. It implies the comprehensive incorporation of the appropriate concept of corporate communication at all levels of organization of society. The decision-making actors of the country Đ strategic management in business organizations must implement appropriate concepts of human health protection Đ corporate economic existence.*

Key words: *communication competence, corporate communication, compatibility, management, business entities, emergency situations, pandemic COVID - 19*

INTRODUCTION

The communication competence of influential subjects in society - companies or business systems - plays a decisive role in the realization of projected business strategies - in resolving current controversies. Communication competence is an ability that enables the interaction of persons - compatibility in solving specific situations. It is a personality trait that allows them to interact with others to choose appropriate communication behaviors that lead to the achievement of business goals. Information is considered a notification, announcement, and processed data. It is very important that all information is checked, reliable, accurate, managed and of course dynamic over time. All information can be interpreted differently depending on the time interval in which it is observed. Information is subject to the time effect and is constantly changing, so in connection with that, the communication process is constantly becoming more dynamic.

If communication is viewed from the aspect of a business system, through the system it forms, and through formal and informal channels, it is possible to send employees messages that in most cases relate to the desired behavior expected of them, which is related to the goals that the business system advocates. It often happens that due to objective factors or due to inadequate interpersonal relationships, the communication system is disrupted, which can further lead to the realization of unwanted business results and endanger the survival of the company in the future.

Business communication is considered the basis of the business world. Communication can be defined as the process by which a common or general understanding is reached between two or more persons, through the transmission and reception of verbal or nonverbal messages. Such a message can be information about a phenomenon or object. It can have different forms: words, symbols, gestures.

Communication can also be defined as the process in which people send and receive information. Communication is also the transmission of information from the sender to the recipient, but such a transmission that

the recipient understands what it means to be a two-way process. The science that deals with communication in general is called communication science. Organizational behavior is an applied scientific discipline that investigates how individual, group, and organizational factors influence people's behavior in order to improve the efficiency of organizations and people's satisfaction.

Business communication and employee behavior is especially important in the conditions of crises caused by extraordinary events with large repercussions. This often implies the introduction of a state of emergency and a state of emergency, in accordance with legal regulations and normative acts of business systems. The current malignant pandemic COVID - 19 with huge human casualties and economic cataclysm in all countries represents an essential challenge for the authorities, the management of literary subjects, employees and the entire population. The main role in eliminating this and other plagues is played by scientists and highly qualified professional human resources.

1. Communication competence in corporations

Theorists of communication science, as a scientific field that has its origins in ancient times, have been dealing with various postmodern aspects of that academic discipline for decades. Innovative processes and new paradigms of functioning imply a changed approach and constant training of corporate factors. The topic of communication competence in the function of achieving optimal business results, achieving a competitive advantage in the market of goods, services and increasing profits is especially treated. The scientific contents are based on the research of Friedrich, Spitzberg and commissioned by Catherine Rirdon. The basic position defines the phenomenon of communication competence as a system of knowledge, abilities - skills necessary for successful communication.

Conditions for communication competence are:

- motivation,

- possession of knowledge necessary for communication
- immanence of skills, developed and activated for the purpose of business behavior

An important assumption is the cognitive dimension of communication, which includes the processes of awareness - cognitive processing of information, interpersonal awareness, taking social perspectives, self-control, empathy and other cognitive components. Behavioral dimension implies interactional involvement, flexibility of behavior, listening to partners, communication style ò other. Postmodern theory the practice of competent communication is a very attractive topic for researchers of social phenomena. The application of modern information and communication technologies is indispensable here.

Communication can be defined in several ways. Depending on the aspect from which it is viewed, communication acquires new features. One of the definitions of this process says that it is a process that is used in order for managers to be able to realize the functions of planning, organizing, managing, coordinating and controlling, i.e. the basic functions related to their jobs. Within the organization, in that way, the entire communication network is formed with its participants. Communication enables an organization to live, for activities to take place in it and for each actor to become part of the business system. The company thus manages to achieve the set goals with its vital process. This especially refers to extraordinary events and introduced emergency measures, emergency situations and state of emergency, as is the case with the COVID-19 pandemic in Serbia and the world. Legally based obligations of all factors in society must be fully realized at all levels of organization. It is primarily conceived for the purpose of protecting the life and health of citizens.

The origin of the word communication can be found in the Latin word *communis*, which means together or mutual.¹¹⁴ Communication can also be defined as a

process within which a common, ie general understanding between several persons is realized, through the process of transmitting and receiving certain communication messages. A message can refer to a specific phenomenon or an object. It can take various forms, such as words, gestures, facial expressions, symbols, etc. Communication can also be defined as the process by which people send and receive information that is relevant. Communication in this sense is the transmission of information from the sender to the recipient, but it is especially important that the recipient understands the message that has been sent. Communication must be a two-way process, which means that feedback on understanding the sent message is important.

The term business communication means all messages that are sent and received, in order to implement official activities that may relate to starting a business, managing organizational activities, managing staff and business, etc. Business communication is more formal than communication which is realized as part of social processes.

The success of any company lies in a well-established communication system. Communication takes place among all economic entities within the market, within the organization, between numerous stakeholders. It is realized between the user and the organization, between the owners and employees, between the organization and the public, which means that there are many actors involved in this process, both internally and externally. Any form of communication that is realized by the organization, has a great impact on business goals. If communication is planned effectively and efficiently, then it is clear that it can promote any business interest and contribute to the success of the company in the market. Engagement in emergency situations implies the responsibility of the holders of functions in the country, the management of companies, as well as other segments, ie individuals in the field of individual safety.

Ukoliko komunikacija nije efektivna, onda ona može da predstavi organizaciju u lošem

¹¹⁴ Tomić, Z., Communication, print, Beograd, 2003, page 9.

svetlu i može negativno da deluje na poslovne interese dugoročno gledano. If communication is not effective, then it can present the organization in a bad light and can negatively affect business interests in the long run. Communication has its main goal, and it primarily refers to encouraging actions, in order to achieve the mission of business. Communication is inevitable for the functioning of the organization, only effective communication is avoidable. Despite tremendous advances in communication and information technology, communication in an organization is still a desirable thing. Communication between people does not depend so much on technology as on themselves.¹¹⁵

Within each company, there is a problem with establishing an appropriate communication system. If a cancerous system is established, it is very difficult to maintain. Problems related to the management process at the level of the whole system can primarily be solved by eliminating errors within the communication process. If one of the orders in the company is not understood, there may be problems and non-realization of delivery to customers. Problems can be transmitted to other parts of the system, which means that the disturbances will be felt on a large scale. If the listener does not understand his interlocutor, it is clear that the communication process is considered inefficient and unnecessary. Moreover, if the information is misinterpreted, an atmosphere will be created that is more undesirable than it would be if the communication did not even take place. Both parties in the communication process have certain limitations, which can be of different nature, so they can interpret information in different ways.

Every company has some kind of internal communication. People in the company communicate in order to achieve common results. They devise ways to agree and find the means to enable communication to take place in the best possible way. When communication is realized within a company, then it is an internal communication. Then

when communication takes place outside the organization, with any interested party, then it is an external communication.

The process of communication seems simple, but it is a very complex set of activities that is realized among people. In order to understand the process of communication, it is important to determine its basic elements and to clearly understand the connections that are established between them. Emergencies channel a specific paradigm of written communication. The sender of information (orders, instructions, measures), the recipient of information, ie the recipient (population, employees) must act in the context of the provisions of crisis communication. Information must have all the necessary science-based features. Therefore, decision makers must have the necessary knowledge in the field of crisis communication and crisis management.

The basic elements of any communication process, regardless of the type of communication that is realized are:¹¹⁶

sender,
recipient,
message,
channel,
feedback.

The sender is the person who initiates the communication process and who communicates a certain message. Depending on the way the person communicates the message, a sufficiently effective communication process will be created. The transmission of a message is also important for the validity of the message, as it defines the degree of persuasiveness with which listeners will accept the information and understand the significance of the message being transmitted.

The recipient of the message is the person who participates in the communication process. He receives a message sent by the sender. The communication process ends when the recipient accepts a certain message and makes it known that he has interpreted its meaning.

The message is considered an element of communication and it can include thoughts, feelings, and ideas. It can sometimes

¹¹⁵ Orlić, R., *Personnel Management*, Zoran Damjanović and Sons, Belgrade, 2005, page 92.

¹¹⁶ Videnov, A., *Business Communications*, Faculty of Education, Uzice, 1995, page 15

represent a code or a code. Each code must be created so that it is understandable to both the sender and the recipient.

The communication channel is the means used to transmit the message. The method of conveying the message is essential for the message, i.e. for the final effect of the message. A message that is expressed in words, which is clear and concise, has a greater effect than a message that is written vaguely. Feedback is the recipient's response to the message received. When feedback is seen, then one can speak of the message as complete.

If the message is not conveyed as expected, numerous intolerances and disagreements can occur in the organization, and such a situation leads to conflict and conflict. It is not only important to convey information, but it is important that it is understood as intended. The content of the message and the way it is communicated is crucial for the success of the whole process. The sender of the message is obliged to convey the information in a way that allows people of different intellectual abilities to understand the meaning of the information being transmitted. If he finds that a certain way is not effective, the sender of the message must find some other way to communicate the desired thought.

Organizational behavior is the youngest discipline in the system of organizational sciences and a new concept in the theory and practice of organization and management. It can be talked about from a theoretical and a practical point of view. Organizational behavior in the theoretical sense means a separate scientific discipline that deals with the study of human behavior in the work process, or in the organization or other work team. In the practical sense, organizational behavior means management activities that shape the behavior of people in the process of work, i.e. in the organization.¹¹⁷

Organizational behavior is a new approach to human resources in the organization, that is, the behavior of employees and managers and the management of that behavior. Organizational behavior can be defined as a

scientific discipline that investigates the behavior of people in organizations in order to, by understanding, anticipating and directing it, improve organizational parameters and increase the satisfaction of members of the organization. From the definition, it can be concluded that organizational behavior is a special scientific discipline or field of research, which has its limits in which it moves, research topics, subject, goal and research methodology. Shaping, directing and controlling people's behavior in the work process is a management activity that managers deal with. Behavior shaping means management measures and activities that affect changes and the development of personal and, in part, collective characteristics, as well as changes and the development of the situation in which the work takes place.¹¹⁸

Shaping the behavior of employees includes management measures and activities of managers, which change and direct the behavior of employees in the desired direction. This process sometimes takes place by adapting the situation in which the work process takes place with appropriate means and mechanisms of change and projected goals, in order to increase productivity and economy. By changing employee behavior and adapting to situations, behavior can be improved and made more useful for achieving the organization's goals. If the desired behavior can be achieved on the basis of changes in habits, perceptions, expectations, plans and other parameters, it is not necessary to change the situation. Experience to date indicates that for a more serious change in human behavior, as a rule, it is necessary to change and adapt people and situations.

The combined approach gives the best results, since human behavior is changeable, elusive and difficult to shape, and situations are subject to frequent and unpredictable changes. For these reasons, organizational behavior uses a number of methods and scientific approaches, in order to more comprehensively and fully consider and analyze the subject of observation. People's

¹¹⁷ Janićijević, N., *Organizational change management*, Faculty of Economics, Belgrade, 2007, page 200.

¹¹⁸ Janićijević, N., *Ibid*, Belgrade 2007, page. 210.

behavior is viewed on the basis of three levels: individual, group and organizational.¹¹⁹

At the individual level, individual behavior is perceived and shaped, ie the behavior of the employee as an individual. At the group level, group and team behavior, relations within the group, intergroup relations, teams, relations of work and management team, intertim relations and the like are studied, analyzed, shaped and controlled. In observing, studying, shaping and controlling the behavior of employees in the entire organization, the focus of interest is placed on the organization, as a whole and all its employees.

Scientific and other results obtained by theorists of organizational behavior benefit both managers and employees. Thanks to them, managers better understand the behavior of the people they work with and manage. In addition, they help them to make wise, rational, timely and adequate moves in the process of human resource management and the organization as a whole. The importance and further development of organizational behavior depends on the results achieved by providing such assistance.¹²⁰

Another type of assistance is provided to employees to understand both other people's and their own behavior, tasks and goals of business and development policy of the organization and management measures and activities of managers, in order to be more fully integrated into the organization and its strategic goals. The successes of organizational behavior and its failures, most directly reflect on the productivity and economy of the organization. In this regard, it is necessary to use the results of other scientific disciplines in order to be in line with the requirements of the time and everyday challenges and dilemmas.

Organizational behavior has become the subject of attention of numerous scientists

and researchers around the world. Organizational behavior is an applied and interdisciplinary scientific discipline. Interdisciplinarity is determined by theories and concepts that explain the nature of human behavior in organizations, and are borrowed from other social sciences - psychology, social psychology, sociology, anthropology and political science.

In the process, borrowed theories and concepts are adapted and changed. Based on psychological theories and concepts, organizational behavior explores:¹²¹

- personality,
- motivation,
- individual learning,
- perception,
- job satisfaction,
- stress at work and
- decision-making process.

Social psychology is a science that studies the influence of groups on individual behavior and consciousness and offers organizational behavior concepts and theories of social psychology useful for understanding the following concepts: values, attitudes, norms, behavior change, group processes, group decision making, communication and leadership.¹²²

2. Compatibility of communication with emergency situations - pandemic COVID - 19

Theories and concepts of communication in social processes are used in understanding the macro level of corporate behavior, such as: group relations, conflicts, power, leadership, formal organization, organizational change. Compatible communication is a significant aspect of compatible behavior. This is crucial for the successful implementation of strategic decisions of company management and other

¹¹⁹ Janičijević, N., Organizational change management, Faculty of Economics, Belgrade, 2007, page 218.

¹²⁰ Duljević, B., Ramović, A., Migration Processes and Cross - Border Cooperation in the Western Balkans in a Modern Economic Environment, Thematic collection of papers, book 2, Legal and security aspects of migration and the consequences of the

migrant crisis, Proceedings, ""Constantin Magnus, Naisus 2017", Niš: Faculty of law, security and management, "Constantine the Great" Niš, 2017, page 190.

¹²¹ Mihailović, D., Psychology in organization, FON, Belgrade, 2008, page. 134.

¹²² Mihailović, D., Ibid, Beograd, 2008, page 135.

social actors. The most famous concept taken from anthropology is culture, which has been transformed into organizational culture in organizational behavior. Power and political processes in society are studied by political sciences, on the basis of whose theories, in organizational behavior, we explain: power in the organization, political processes, conflicts and leadership.

Corporate (organizational) behavior does not take over some basic concepts and knowledge of basic human behavior sciences to further build theory, but to apply them and thus explain people's behavior in organizations and make it predictable and controllable. Modern challenges, risks and threats initiate the possession of comprehensive knowledge and abilities of function holders' resilience of segments of a particular community. The result is an adequate implementation of existing knowledge, i.e. writers and skills. This means that organizational behavior is an applied science, which is its other important characteristic as a scientific discipline.¹²³ This phenomenon gained first - class importance during extraordinary events, the introduction of emergency measures, such as the case of the globalization of the COVID - 19 pandemic.

Practical issues and solving practical problems of people's behavior, their relationships, satisfaction and improvement of organizational parameters, is the focus of organizational behavior. Organizational behavior as a special scientific discipline, in the nineties of the last century, faced a great challenge. Current challenges with pandemics, emergencies and situations imply adequate knowledge and action in specific circumstances.

Leadership and management teams of many world organizations have demanded that new incentives and means be found without delay to increase employee motivation. The results of research by numerous experts confirmed that stimulants exist, but that they are not sufficiently used. Attention is focused on mechanisms for changing, adapting, and otherwise controlling human behavior. An

employee cannot be sufficiently motivated to work if his goals and interests are opposed to the goals and interests of the organization. Without the consent of these goals and interests, sooner or later big and difficult problems will appear.

By strengthening its position, organizational behavior offered numerous answers to these questions and dilemmas. Thus, new preconditions were created for its further development and affirmation. Empirical and other research indicates a change in the attitude of managers towards employees and their role in the organization. An employee comes to the organization not only to work, but also to ask about something, to show and prove himself and to enjoy what he does.

He wants to know what the goals of the organization are and what his contribution is to their realization or non-realization. He also needs information about the achieved results of the organization. Based on the results of scientific research work, managers come to valuable data on human behavior and the possibilities of its formation. By combining appropriate measures and resources, managers can more strongly influence the change and adjustment of employee behavior.

Each situation requires special consideration and adjustment of behavior. There is no ideal pattern of behavior. Even the slightest change in strategy, situational factors, organizational system, defense structure and the like, requires appropriate changes in the behavior of employees. Once formed, behavior is not both permanently modeled and adapted behavior. Everything is subject to constant changes and modifications. Managers need top knowledge and appropriate practical experience.

Emergency measures, especially emergency situations, are the product of major crises with devastating consequences in the observed community, primarily human victims. Prevention of emergencies as their causes implies numerous activities of competent factors. The produced risks, such as the global epidemic COVID - 19, indicate potential dangers for the population and other

¹²³ Petković, M., Janićijević, N., Bogićević Milikić, B., Organization, Faculty of Economics, Belgrade, 2008, page 76.

factors of state units. Adequate performance of all segments of the country and elements of business systems is contained in the scientific concepts of risk management and crisis management.

CONCLUSION

Communication competence of management influential subjects of the system is essential for the successful implementation of business decisions and business strategies in corporations and social institutions. This is especially manifested in times of emergency situations such as the COVID-19 pandemic. Business processes cannot be performed without verbal communication; non-verbal communication is gaining in importance. Organizational behavior is a special area of management and as such is considered a special scientific discipline. We live in an organized society. Organizations include various types of companies, professional agencies, government departments, but they are also local sports leagues, political parties, trade unions, etc. The same goes for all of them: securing members is easy, but getting them to play together is harder.

Getting people to work together is one of the results of studying organizational behavior. If organizations are inefficient, then we will leave everything at a lower level of prosperity than we could have achieved. Effective organizations have happy people. If the organization functions in such a way that everyone can give their best and in return achieve certain benefits then everyone will be happier and more prosperous. With the help of various sciences, we can very often explain what is happening, change what is happening and control events.

Knowledge is a prerequisite for understanding human nature and human behavior, and experience is a prerequisite for good foresight, successful design and effective control of employee behavior. The concept of organizational behavior is becoming increasingly relevant. An increasing number of scientific disciplines deal with it. It has become available in almost all parts of the world. The need to expand and deepen scientific and other knowledge about man, his desires and interests, abilities and potentials, goals and expectations, his

motivation and satisfaction, his behavior and interests, and thus the need for further development of organizational behavior, will eventually become growing.

Contemporary challenges, risks and threats imply an innovative approach of relevant actors, with consistent implementation of the envisaged concept. Emergencies, terrorism, organized crime, mass migrations, meteorological hazards and others require the introduction of special provisions such as emergencies. This includes the COVID - 19 pandemic, which with its malignant exposure represents a first - class challenge for all relevant institutions of society. The task of the scientific community is to curb this scourge, direct decision-makers at the state level, i.e. the management of business entities in order to minimize the consequences and eliminate the causes. In addition, it is necessary to permanently train decision makers and executors at all levels of organizing the social environment.

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